

## **Statement of Work**

Contract Number: EP-W-11-009/ EP-W-11-010/ EP-W-11-011

RFO Number: 0035

**I. TITLE: Sustainable Communities Technical Assistance –Sustainable Communities in Appalachia**

**II. PERIOD OF PERFORMANCE:**

From: Date of award

To: March 26, 2014

**III. BACKGROUND:**

This Statement of Work (SOW) is intended to expand Environmental Protection Agency (EPA) support for sustainable communities approaches in rural communities and small towns in partnership with the Appalachian Regional Commission (ARC). The activities under this SOW include targeted technical assistance for four communities in Appalachia and the preparation of a workbook that allows for the replication of this technical assistance by ARC-recognized Local Development Districts and other organizations.

The technical assistance and workbook that will be delivered under this SOW follow on technical assistance and other activities already conducted under the Sustainable Communities in Appalachia partnership. That partnership was launched in 2012 by ARC and EPA, working with U.S. Department of Agriculture Rural Development (USDA RD) and the Development Districts Association of Appalachia (DDAA). Efforts in 2012 included development of the Small-Town Appalachian Revitalization (STAR) technical assistance tool, and its delivery to seven Appalachian communities: Brownsville, PA; Connellsville PA; Independence, VA; Salamanca, NY; Spruce Pine, NC; Uhrichsville, OH; and Williamson, WV. (EPA will provide a copy of this tool to the Contractor, along with copies of the action plans that were developed for these communities as a part of the technical assistance process.)

EPA and ARC, in consultation with USDA RD and DDAA, will select the four Appalachian communities that will directly receive this technical assistance. The selection process will take into account expressions of interest from Appalachian communities in developing a strong and livable community, and their particular interest in the below strategies highlighted in the Partnership for Sustainable Communities 2011 publication *Supporting Sustainable Rural Communities*:

- Investing in rural town centers, traditional Main Streets, and existing infrastructure in order to create places that are economically vibrant, healthy, and walkable;

- Expanding transportation choices so that everyone - including elderly, disabled, and low-income residents - can safely get around;
- Expanding housing choices so that all community members - including elderly, disabled, and low-income residents - can afford housing and transportation expenses
- Promoting rural prosperity by creating a diverse and competitive local economy.

The selection process for the communities that will be served will take into account:

- The potential to address the community's development challenges through the strategies described above;
- Support from community leaders and community members;
- Interest on the part of the Local Development District (LDD), or, alternatively, a local university or college, in playing an active role in the technical assistance and potentially replicating such efforts in other communities;
- Potential for the community to receive public or private investments to implement strategies identified through the technical assistance program;
- The extent of social and economic needs of the Appalachian community as measured by per capita market income, poverty rate and unemployment rate;
- Community interest in developing local food systems, such as production and distribution of healthful food, as a means of promoting economic competitiveness and economic diversification.

#### **IV. PURPOSE AND OBJECTIVES:**

This task order follows-on the 2012 Sustainable Communities in Appalachia technical assistance program conducted under Contract EP-W-11-009, under which the current version of the Small Town Appalachian Revitalization (STAR) technical assistance tool was developed. The Sustainable Communities in Appalachia tool is intended to support the Partnership for Sustainable Communities of the EPA, U. S. Department of Housing and Urban Development (HUD), and U. S. Department of Transportation (DOT).

The purpose of this task order is to expand sustainable communities technical assistance by further developing the STAR tool, delivering that tool to four additional communities, and creating a workbook that is publicly available and that allows Local Development Districts (LDD) or other entities to deliver the STAR technical assistance tool. In addition to directly serving these four communities, an objective of this project is to build LDD capacity to promote sustainable community approaches, and, ultimately, influence investment decisions made at the district, state, and federal level.

Technical assistance provided to the four communities by the Contractor shall include preparatory work and communication, delivery of the STAR tool in the community, a follow-up memo presenting options for next steps, and post-visit consultations via conference call. Upon completion of delivery of technical assistance, the Contractor shall develop the Small-Town Appalachian Revitalization (STAR) workbook, which shall be based on the STAR tool.

## **V. QUALITY ASSURANCE (QA) REQUIREMENTS:**

Check

[ ] YES if the following is required or

[x] NO if the following is not required.

The Contractor shall submit with their technical proposal a written Quality Assurance Project Plan for any project that is developing environmental measurements or a Quality Assurance Supplement to the Quality Management Plan for any project which generates environmental data using models.

## **VI. TASKS AND DELIVERABLES:**

The Task Order Contracting Officer Representative (TO COR) shall review all deliverables in draft form and provide revisions or comments to the Contractor. The Contractor shall incorporate the TO COR's comments as specified below. Final deliverable shall be in Microsoft Word or other appropriate electronic format.

Contractor personnel shall at all times identify themselves as contractor employees and shall not present themselves as EPA employees. Furthermore, they shall not represent the views of the U.S. Government, EPA, or its employees. In addition, the Contractor shall not engage in inherently governmental activities, including but not limited to actual determination of EPA policy and preparation of documents on EPA letterhead.

### **Task One –Manage the Project and Develop Schedule**

(Contract Reference: II.B. TECHNICAL ASSISTANCE Page 1-17 of 27)

To manage the project, the Contractor shall organize and conduct conference calls with Contractor team members, EPA, and ARC. At a minimum the conference call shall include:

- Two two-hour calls at the onset of the project to discuss the objectives of the project and tool and workbook development and delivery;
- A weekly call with the TO COR to review progress; and
- Two two-hour calls following the completion of delivery of technical assistance to the four communities and completion of the STAR workbook to discuss outcomes and lessons learned.

Within 14 days of executing the task order, the Contractor shall deliver to EPA a project schedule that includes:

- The project management conference calls described above
- Delivery of technical assistance to four selected communities as described in Task Two;
- Development of the Small Town Appalachian Revitalization workbook as described in Task Three.

The Contractor shall update the schedule as appropriate throughout the project

## **Task Two – Refine the Small-Town Appalachian Revitalization (STAR) Tool**

(Contract Reference: II.B. TECHNICAL ASSISTANCE Page 1-17 of 27)

The Contractor, in consultation with the TO COR, shall further develop the Small-Town Appalachian Revitalization tool in a format amendable for delivery in the site visits as described in Task Three, and to include information in the following areas:

- *Partnering with Local Development Districts.* An objective of the 2013 Sustainable Communities in Appalachia technical assistance program is to work with LDDs so as to promote sustainable community approaches across the district. In further developing the STAR tool, the Contractor shall therefore give due consideration to the role of LDDs (or, alternatively, local universities and colleges) in promoting economic development, by providing advice and assistance to communities on matters related to planning, zoning, transportation, housing, and natural resource protection.
- *Local Foods for Promoting Economic Diversification.* Some or all of the four communities receiving technical assistance are expected to have objectives related to local food production as a means of promoting economic competitiveness and economic diversification, as well as better health. Therefore, the contractor shall add to the STAR tool informational material on relevant trends, case studies, or policies that foster consideration of best practices related to the production and distribution of local food and healthful food. As best possible, this material should relate to place-based approaches, for example, the promotion of small-town, downtown farmers markets or the engagement of small-town residents in the production, distribution, or consumption of healthful local foods.

***Reference Materials.*** In further developing and refining the STAR tool, the Contractor shall take into account information in:

- The ARC 2010 publication *Moving Appalachia Forward: Appalachian Regional Commission Strategic Plan 2011-2016*;
- The International City/County Management Association and Smart Growth Network 2010 publication *Putting Smart Growth to Work in Rural Communities*, including the recommendations for a community assessment and visioning process on page seven ;
- The Partnership for Sustainable Communities 2011 publication *Supporting Sustainable Rural Communities*, including the goals, strategies, implementation measures and other indicators contained in pages 16 through 20.
- USDA Rural Development *Stronger Economic Together Program Curriculum and Modules*
- EPA's Building Blocks Economic and Fiscal Health tool and EPA's Rural Economic Competitiveness Case studies and themes paper. (EPA will provide copies of these documents to the Contractor.)

A draft of a redeveloped STAR tool shall be provided to EPA at least 21 days prior to the first site visit. EPA will respond and provide comments within 7 days of receipt. Final draft materials shall be provided to EPA at least 7 days prior to the first scheduled site visit.

**Task Three– Deliver the STAR Technical Assistance Tool to Selected Communities**  
(Contract Reference: II.B. TECHNICAL ASSISTANCE Page 1-17 of 27)

The primary delivery mechanism for the technical assistance shall be via a two day-site visit, typically taking place over consecutive days.

The Contractor shall organize and conduct at least three conference calls with appropriate community representatives, as identified by the Contractor in consultation with the EPA, in advance of tool delivery so as to gather information on community goals and on local factors, plan the agenda and arrangement for the site visit, and otherwise work to ensure the successful delivery of the STAR technical assistance tool.

Each site visit shall include the meetings and activities for which materials have been prepared as outlined in Task 1, including pre-visit information summaries, pre-visit consultations, pre-visit exercise, meetings, community tour, opening presentation, interactive exercises, and concluding presentation. The Contractor shall facilitate these meetings and activities, including by making presentations and facilitating interactive group work as needed.

The Contractor, in consultation with EPA, shall offer the community guidance on appropriate community members to participate in one or more aspects of the site visit, including elected officials, local government staff, local business owners and investors, local or state USDA RD staff, and members of the community. Appropriate USDA, ARC, EPA, HUD and DOT staff from headquarters or regional offices shall also be welcomed to join in site visits.

For each of the four communities, the template site visit materials shall be modified as appropriate to reflect the particular circumstances of the community, and shall include aspects of local data or information analysis.

Scheduling should typically allow for at least two weeks between site visits.

Upon completion of the site visit or visits for each community, the Contractor shall develop a next steps memo to EPA of no more than eight pages in length that details actions the community could take to implement ideas discussed. These next steps memos, which can also be referred to as community action plans, shall draw on the format and types of information included in the action plans developed under the 2012 Sustainable Communities in Appalachia technical assistance program.

The next steps memo shall facilitate community consideration of what it can do to put into place sustainable communities approaches

The Contractor shall provide the next steps memo to EPA within seven days following the conclusion of each site visit. EPA will respond with comments within seven days, after which

time a final draft shall be delivered to EPA within seven days. The Contractor shall deliver a total of four next steps memos under this task.

During the two-month period following the site visit or visits, the Contractor shall conduct at least three conference calls (each call of up to one-and-a half hours) with appropriate community representatives from each of the four communities to consult on next steps and implementation strategies. The Contractor shall invite EPA, USDA, and ARC to participate in these post-visit conference calls. A focus of these calls will be the potential for securing and making use of ARC funding that is notionally planned for allocation to the four communities. The calls will also include consideration of local policies and programs, other potential sources of investment and support for implementation.

Note that the Appalachian Regional Commission plans to provide funding for the implementation of projects identified by these four communities pursuant to the Sustainable Communities in Appalachia partnership.

**Task Four – Develop Small-Town Appalachian Revitalization (STAR) Workbook**  
(Contract Reference: II.B. TECHNICAL ASSISTANCE Page 1-17 of 27)

After the final site visit, the Contractor shall create a workbook comprised of materials that will allow staff from Local Development Districts or other entities to deliver the STAR technical assistance tool to interested communities.

For the first component of the workbook, the Contractor shall prepare a detailed timeline and agenda to guide the LDD staff or representatives of other entities who will be conducting the preparatory activities, site visit, and follow-up activities by which the STAR tool will be delivered. The agenda shall include information about the purpose and method of each portion of the site visit, as well as reference to the STAR tool materials used. A general description of each portion of the preparatory activities, site visit, and follow-up activities shall be provided.

For the second component of the workbook, the Contractor shall prepare generic versions of all STAR technical assistance tool materials used in the preparatory activities, site visit, and follow-up activities, along with written instructions on how the materials are used by the facilitator or presenter and the participants. Those instructions shall include a list of all necessary materials to carry out any site visit activity (such as flip charts, easels, projector, or local maps), as well as times to allow for the activity. Those materials may include illustrative versions of completed exercises from the site visits of any of the 11 Appalachian communities that will have received the STAR technical assistance tool under the Sustainable Communities in Appalachia partnership.

For the third component of the workbook, the Contractor shall ensure that for each power point presentation that is part of the STAR workbook, there are appropriate speaker notes for guiding the presenter. The notes should allow for the presentation to be delivered by someone with a basic familiarity with sustainable communities and smart growth, such as LDD staff that have participated in a Sustainable Communities in Appalachia workshop, EPA/OSC staff members or EPA regional staff who work on sustainable communities projects. There should be no more than 100 total slides, possibly split over several presentations. Speaker notes should also identify areas

of the presentation in which customized, local information could be inserted to augment, and on what topic. For example, speaker notes could include a statement such as, “Speaker to insert local demographic data here, as well as figures demonstrating existing or projected demand for different housing types in the coming decades.”

For the fourth and final component of the workbook, the Contractor shall present these components of the workbook in a comprehensive and coherent format. The workbook should facilitate easy reference by users, reflect a similar style across all materials, and should be formatted for easy downloading and binding into hard copy form. The Contractor is not responsible for delivering printed, bound versions of the workbooks.

Draft materials shall be submitted in both PDF and MS Word format to EPA within 21 days of the final scheduled site visit, and shall be formatted to allow for posting on the EPA website and therefore compliant with the EPA and OSC Style guide, as well as Section 508 of the Rehabilitation Act of 1973. Final versions shall be delivered in both PDF and MS Word versions within 14 days of comments from EPA, and shall allow for posting online in ways that allow users to edit the materials to suit their individual needs.

Upon completion of the delivery of technical assistance to all four selected communities and the completion of the STAR workbook, the Contractor shall prepare and deliver to EPA a memo summarizing and analyzing overall effectiveness of the technical assistance so as to facilitate program evaluation. The Contractor shall provide the summary memo to EPA within fourteen (14) days following the completion of the STAR workbook. A final version shall be delivered to EPA within seven days after receiving EPA comments.

## VII. SCHEDULE FOR DELIVERABLES:

The Contractor shall provide the following specific deliverables to the EPA TO COR:

<u>TASK</u>	<u>DELIVERABLE</u>	<u>FORM AND QUANTITY</u>	<u>DATE DUE</u>
1	Schedule for Implementation	Excel Spreadsheet, updated regularly	Within 14 days of executing task order.
2	Develop Materials for the refined Small-Town Appalachia Revitalization tool	As appropriate: agenda, presentations and speaker notes, pre-site-visit community exercises, audits or self-evaluations, written instructions for interactive activity and other activities	Draft materials within 21 days prior to first site visit, final 7 days prior to first site visit.
3	Deliver Technical Assistance to Selected Communities	Site visit	TBD
	Community Action Plan	Next steps and lessons learned memos	Draft within 7 days of each site visit, final within 7 days receiving EPA's comments.
4	Develop STAR Workbook	Timeline and agenda; workbook materials	Draft materials within 21 days of final site visit, final versions within 14 days of EPA comments.
	Overall Lessons Learned Memo	Summary memo	Draft within 14 days after completion of the STAR workbook, final version due within 7 days of EPA comments.



## VIII. MISCELLANEOUS

Software Application files, delivered to the Government, shall conform to the requirements relating to accessibility as detailed to the 1998 amendments to the Rehabilitation Act, particularly, but not limited to, § 1194.21 Software applications and operating systems and § 1194.22 Web-based intranet and internet information and applications. See: <http://www.section508.gov/>

Preferred text format:	MS Word, Office 2007, single-spacing, 12 point font.  Documents shall adhere to the EPA/Office of Sustainable Communities Style Guide, (See Attachment 1)
Preferred presentation format:	Power Point, Office 2007
Preferred portable format:	Adobe Acrobat